



DEPARTMENT OF THE ARMY
UNITED STATES ARMY FINANCE COMMAND
INDIANAPOLIS, IN 46249-3000

SSFM-FC-ZA

24 November 2008

MEMORANDUM THRU Commander, U.S. Army Finance Command, 8899 East 56th Street,
Indianapolis, IN 46249-3000

FOR Commander, 181ST Infantry Brigade, Fort McCoy, WI 54656

SUBJECT: Detachment 3, 374TH Financial Management Company (FMCO) Certification
Exercise (CERTEX) Report

1. Background: The Financial Management Warrior Training Center (FMWTC) in conjunction with the HQ, 181st Infantry Brigade observer/trainer/mentors conducted a CERTEX with Detachment 3, 374th Financial Management (FM) Company from 14-18 NOV 08.

2. Purpose: To provide an assessment of the unit's technical abilities in conjunction with the Financial Management Combined Arms Training Strategies. Units are rated in their overall performance of a task. They earn ratings of T – Trained, P – Needs Practice, or U – Untrained.

TASK	RATING
Perform Disbursing Operations (14-2-8002)	P
Conduct transactions with Agent Officers (14-2-8005)	P
Conduct Commercial Vendor Operations (14-2-8003)	P
Perform Military Pay Operations (no task number)	P
Overall Assessment	P

A. Perform Disbursing Operations (14-2-8002): P

Subtasks:

- Obtain Funds for Disbursing Purposes (805A-44A-6112) T
- Perform Financial Management Detachment OPS (805-44C-4902) P
- Enter Cashier Transactions (805A-444C-1454) P
- Safeguard Public Funds (805A-44C-4102) P
- Process a Loss of Funds (805A-44C-4103) P
- Prepare a Statement of Agent Officers Account (805A-DOP 8102) P
- Prepare the Daily Statement Accountability (805A-DOP-8104) P

(1) Observations: The Disbursing cell for Det 3, 374th performed well throughout the five day certification exercise (CERTEX) held at Fort McCoy Financial Management Warrior

Training Center (FMWTC) from 14-18 November 2008. From the onset, each Soldier within the disbursing cell demonstrated he/she was well prepared to undertake their task as either a cashier or disbursing agent. Policies and SOP's were readily available and rehearsed which enabled each Soldier within the section to mitigate substantial errors during their daily business. The disbursing cell headed by 2LT Federico, Disbursing Agent (DA) Det 3, 374th FMCO, continually demonstrated sound judgment and attention to detail while serving in this capacity. A few errors to note were: lack of DA/Cashier orders at the onset of the exercise and mismanagement of the daily exchange rate on the second day of the exercise which caused a slowdown in the closing process. Each of these errors were corrected and brought to the attention of the unit leadership and the FMWTC staff.

To highlight the performance of the disbursing section, each cashier and DA participating in the exercise balanced out each night. The disbursing section went through the loss of funds procedures. 2LT Federico and SSG Albright (DA's) both performed exceptionally well during the exercise. 2LT Federico benefited from his previous deployment experience as a cashier. Additionally both DA's organizational skills and attention to detail while serving in capacity of DA proved to be critical to the superb performance of the section. Overall the disbursing section demonstrated their ability to perform to standard and should perform satisfactorily in theater.

Other observations include:

- Communication up and down the disbursing chain of command was very good.
- SOPs and policies were available and constantly referenced throughout the exercise

(2) Concerns: No major concerns to note in the disbursing cell. Detachment leadership should continue to prepare each Soldier within the disbursing cell for their upcoming mission. Overconfidence due to their good performance is perhaps the biggest concern within the disbursing section.

(3) Recommendations: Cashiers and DA's should continue reviewing recent changes to theater specific disbursing policies and procedures. The DA's should continue training on DDS and other disbursing related software thus becoming subject matter experts in their respective jobs. Utilizing all experienced Soldiers to train those with less experience is highly recommended. Overall, the section must utilize all resources available to improve it's readiness to serve all Soldiers within their area of responsibility.

(4) Overall Assessment: P

B. Conduct Transactions with Agent Officers (14-2-8005): P

Subtasks:

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|---|---|
| - Conduct Paying Agent Operations (805A-44A-7116) | T |
| - Safeguard Public Funds (805A-44C-4102) | P |
| - Prepare a Statement of Agent Officers Accountability (DD Form 1081) (805A-DOP-8102) | T |

(1) Observations: SSG Albright, while serving in the capacity of DA for Paying Agent and CERP operations completed all transactions with agent officers to include the proper briefing, funding and verification of all agent officers throughout the exercise. Additionally, SGT Luu served as assistant to SSG Albright and demonstrated a good understanding of his role within the section. Both DA's worked well with their subordinates while demonstrating good judgment and knowledge of this functional area. While funding several agent officers, SSG Albright constantly demonstrated attention to detail and a desire to always give the customer as much information about the subject matter in which they are engaged. Overall, the established OPTEMPO within the unit appeared to benefit everyone involved in disbursing section.

(2) Concerns: Overconfidence and complacency due to a good performance in the CERTEX could result in a potential error and perhaps a loss of funds. Understanding of agent officer transactions and how it ties in to the overall concept of disbursing operations is imperative for success.

(3) Recommendations: The DA should review Paying Agent activities to gain a better understanding of the Paying Agent operations and continue to improve in his performance. Continue developing a plan to fund Paying Agents that will alleviate distractions and enable the "funding" operation to continue to progress. Be more pro-active when setting up appointments by gathering all necessary documents well in advance and have the cash set aside by the time the Paying Agent arrives. The disbursing team in general will benefit from a good RIP/TOA with the E Det, 230th FMCO. Constant communication both internally and with other Agent officers is imperative for success.

(4) Overall Assessment: P

C. Conduct Commercial Vendor Operations (14-2-8003): P

Subtasks:

- Maintain a Bills Register Card (805A-44C-1010) T
- Prepare Routine Vouchers for Payment (805A-APA-8205) P
- Verify Accounts Payable Vouchers (805A-44C-3018) T
- Input Accounts Payable Vouchers into CAPS (805A-APA-8214) P

(1) Observations: The Commercial Vendor Services section performed satisfactorily throughout the five day CERTEX. Initially, the section NCOIC struggled to understand the scope and mission of the CVS section. His inability to understand the office setup and assign Soldiers to the proper positions initially was a setback on day one. With proper guidance from the FMWTC staff the section quickly picked up the pace and by the end of day two were well prepared to continue on with their mission. The document control section established excellent precedence for the rest of the section by maintaining good control and filing of all documents. Whether tasked to maintain a bills register card (BRC) or prepare/compute payment, the section continuously executed to standard. Communication between the control, input, and NCOIC continued to improve and progress throughout the exercise. Communication, organization, and attention to detail are three key areas that should continue to be improved in order to establish an environment for success. Positive observations include: proper verification of payment

vouchers, good filing and control of all documents, and excellent teamwork within the section. In addition, two Soldiers in the section were given introductory training on the Analysis of Unmatched Transactions (AUT) Report.

(2) Concerns: Soldiers working within the CVS cell will be detached from Det 3, 374th FMCO and sent to work at the 24th FMCO upon arrival in theater. Due to change of environment and newly assigned roles with the 24th, each Soldier will be challenged to adapt quickly to their new location. Although each Soldier within the CVS cell demonstrated the ability to learn and perform to standard, the learning curve for these Soldiers will be their biggest challenge.

(3) Recommendations: Det 3, 374th FMCO leadership must ensure each of their Soldiers being assigned to the 24th is well informed as far in advance of their roles and expectations while serving in their respective capacity with the 24th FMCO. Constant communication with all leaders involved in the process will be vital to ensure these Soldiers are well prepared, taken care of, and ready to undertake their mission.

(4) Overall Assessment: P

D. Conduct Military Pay Operations (no task number): P

Subtasks:

- Determine Entitlements to Pay and Allowances (805A-FSC-8103) P
- Interpret an Active Component Military Pay Account (805A-FSC-8105) P
- Interpret a Reserve Component Military Pay Account (805A-FSC-8106) P

(1) Observations: The office structure of the section continued to improve throughout the exercise. The Soldiers in the section worked as a team to set the area up in a way to ensure that all pay inquiries were worked and pay transactions were coded. SSG Chandler and SPC Miller gave excellent In/outprocessing, Eagle Cash and Savings Deposit Program briefings. The section was set up in a way that the office ran smoothly when the NCOIC was absent.

(2) Concerns: Although each Soldier within the Military Pay section demonstrated the ability to learn and perform, they need to continue to practice and gain knowledge the aspects of Military Pay. While reading the MMPA or coding transactions, the section needs to pay more attention to detail.

(3) Recommendations: Det 3, 374th FMCO leadership must ensure the structure of the Military Pay section conducive to successful mission accomplishment in theater. Continue to communicate with the E Det, 230th leadership and train on those identified customer service areas. Have all Soldiers in the section practice the briefings given at the CERTEX to increase their confidence and gain overall knowledge.

(4) Overall Assessment: P

E. Overall Assessment: P

(1) Observations: Overall Det 3, 374th FMCO performed very well during the CERTEX conducted on 14-18 November 2008 at Fort McCoy, WI. Unit leadership was well prepared and has a good understanding of their upcoming mission. From the onset, 1LT Jordan and SFC Reeves demonstrated a positive and proactive attitude. The positive/proactive attitude seems to have permeated throughout the entire detachment and was apparent during the CERTEX. Each section throughout the exercise demonstrated the ability to perform to standard. Highlighted by an excellent performance by the disbursing section, Det 3, 374th should perform well in theater.

1LT Jordan and his team have been in constant communication with CPT Maul and 2LT Davis (current OIC for E Det, 230th) and have good situational awareness of their mission. He demonstrated his knowledge during his brief to COL Marlene Fey during her visit to the FMWTC from 15-16 November 2008. The Detachment leadership benefited tremendously by their constant communication with E Det, 230th FMCO. Additionally, Soldiers within the unit are willing and able to perform financial management operations to standard given the proper tools and guidance from the chain of command. The unit must continue to brush up on their technical expertise by reviewing theater/finance policies, regulations, and SOP's. The unit in general worked well together. The Detachment Commander and Detachment Sergeant demonstrated a good working relationship which will continue to improve.

(2) Concerns:

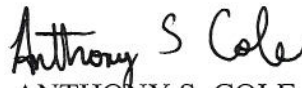
- a. Junior NCO's MUST continue to develop quickly and understand their roles within the detachment as well as each of their respective sections.
- b. Overconfidence and previous experience may lead to needless unforeseen errors.
- c. Officers in the detachment must continue to develop and ensure all Soldiers within the detachment are well informed and given direction

(3) Recommendations: Maintain constant communication with E Det, 230th prior to and upon arrival in theater. Execute the RIP/TOA plan accordingly and ensure that all Soldiers within the detachment have a good grasp of their duty prior to the departure of E Det, 230th. **ALWAYS HAVE A PLAN!** Finally, emplace your best qualified and trained Soldiers in positions that will enable them to execute accordingly and succeed in your mission.

3. POC for this memorandum is 1LT Michael Hernandez at DSN 280-3665 or Michael.t.Hernandez1@us.army.mil.

4 Encls

1. Disbursing
2. Agent Ops.
3. CVS
4. Military Pay


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